



THORNBERRY CREEK  
AT ONEIDA

**FY2023 Fourth Quarter Business Report**



**Oneida Golf Enterprise**

*September 30, 2023*

## **Golf & Related Operations**

### *Business Practice, Market Overview, & Place within Market*

- Per NGF data, rounds played in Wisconsin were up 8.2% YOY through September
- Through September, rounds played at Thornberry Creek were up approx. 33% YOY
- Revenue from Greens Fees & Cart fees were up 11.44% YOY
- Thornberry Creek is the most premium priced facility in Northeast Wisconsin with daily rates about 20% higher than neighboring courses
- Dynamic pricing models have allowed us to take advantage of high demand timeframes, maximizing revenue during those periods
- Service satisfaction levels are much more in line this season with the price and reputation of the facility
- Golf Outing and related banquet business were up considerably YOY and we have a 100% retention rate for outings in FY24 thus far

### *Strategies for Improved Value*

- More lucrative packages for travelling golf groups through partnerships with local hotels
- Continue training staff on customer service and hospitality tactics that add value
- Experiential add-ons that attract next generation of golfers e.g. social media interaction opportunities, integration of technology, and incentivize casual and non-green grass golfers to utilize the facility
- Rebuild Junior Programs to be a pipeline to more youth and family play

### *Market Growth/Changes*

- Increase in simulator-based facilities in Howard, Green Bay, and the Fox Valley are more attractive to casual golfers (the Clubhouse – Howard, WI, GB Indoor Golf – Green Bay, NextGen – Green Bay, X-Golf – Appleton, The Turn – Ashwaubenon)
- Patriot Golf (Pulaski) under new ownership (Fall 2023)
- Other local courses, namely Hilly Haven, was far ahead on simulator-based leagues and continues to lead the market in combining green grass and non-green grass services

### *Course & Grounds*

- Aging equipment is in need of more repairs in order to maintain the course at the proper times
- Water usage was very high due to an abnormally dry summer
- Despite challenges, customer satisfaction with course conditions was extremely positive
- Several courses in the area dealt with burn out, especially in roughs

## **Food & Beverage and Event Operations**

### *Business Practice, Market Overview, & Place within Market*

- *The bar and restaurant received considerably high marks in both food service and food quality this season; revenues are up 35.9% YOY while COGs are down 18.9%*
- *Despite this, it remains a challenge to draw in non-golf diners from the area*

- *Wedding bookings are behind last year's pace; however, market trends show that booking windows are much tighter than past years, with the average wedding being booked only eight months in advance*
- *We continue to push for non-wedding banquets including, but not limited to: business luncheons, non-profit fundraisers/seminars, bridal and baby showers, graduation parties, retirement parties, etc.*
- *Increasing room charges and food & beverage minimums did not adversely impact our business*

#### *Strategies for Improved Value*

- *Bar and Restaurant specials will continue as they proved to keep golfers here after their rounds*
- *We will push more aggressive specials in the off-season to continue to draw new customers*
- *Increasing brand awareness through aggressive advertising will be a focus of the off-season*
- *We will explore partnering with entertainment vendors to attract new customers and keep existing customers in the off-season*
- *Lodging partnerships may help draw in more customers on Packer weekends*

#### *Market Growth/Changes*

- *D2 is the closest competitor and they consistently draw crowds on nights and weekends when we have the most challenges*
- *The growth of the surrounding neighborhood(s) is something we need to take advantage of by getting our name out and advertising that we are open to the public*
  - *There is a common misconception that we are a private facility*
  - *This may have to do with either reputation or confusion with Oneida Country Club*
- *A la carte/DIY banquet facilities where parties can choose outside vendors are the biggest threat to our banquet business, especially weddings*
  - *Black Sheep, The Farm (Pulaski), Ledgecrest, Gather on Broadway*